

Brooklands College

Minutes of the Full Governing Body
co-ordinated remotely via 'Zoom' meeting platform software
across various domestic locations, commencing 18.15hrs on 31 March 2021.

Present:	Andrew Baird	Chair
	Dr Barbara Spittle	Vice-Chair
	Jeanette Bell	
	Dr Andrew Gilchrist	Chair of Audit
	Fred Gray	Chair of Resources
	Melanie Harding	
	Mary Hughes	Safeguarding Governor
	Hilary Omissi OBE	
	Jackie Pearson	Chair of Curriculum & Performance Review
	Robert Pickles	
	Nicholas Woolf OBE	
	Christine Ricketts	(Principal)
	Lee Chantry	Staff Governor
	Teresa Roberts	Staff Governor
Princess Badilla	Student Governor	
Muhammed Bilal	Student Governor	
In Attendance:	Dr Stephen Dowbiggin OBE	(Interim CEO)
	Sarah Glasspool	(Director of Finance)
	John Brady	(Director of Estates)
	Jonathan Lipscomb	(Clerk to the Governing Body)
	Paul Mittendorfer	(ESFA Observer)
Apologies:	Paul Stedman (on sabbatical)	

PART ONE

1. Introduction

All participants confirmed that they were able to communicate with other participants via their computer and the meeting was declared quorate.

2. Welcome and formal consideration of the recommendation to appointment of new Governors

Three candidate Governors: Jeanette Bell, Bob Pickles and Nicholas Woolf OBE together with Lee Chantry, the newly elected Staff Governor were welcomed to the meeting and asked to introduce themselves briefly. The three external candidates then left the meeting (at 18.20).

Resolved:

- i. **The Chair proposed that all three candidates be appointed to the Governing Body with immediate effect and this was seconded by the Chair of the Curriculum and Performance Review Committee.**

[The newly appointed Governors were re-admitted to the meeting at 18.23.]

4. Apologies for absence

Paul Stedman remains on sabbatical.

5. Declarations of interest

- i. The Chair declared his other relevant position as Chair of Orbital South Colleges.
- ii. Paul Mittendorfer was attending as an observer and as such he, and the ESFA, are not party to any decision made by the Governing Body.
- iii. Dr Andrew Gilchrist declared that he was a Governor of Croydon College.
- iv. Dr Barbara Spittle declared that she Barbara Spittle is a former Chair of Governors of East Surrey College and had been a Governor of Merton College prior to its merger with South Thames College.
- v. Dr Stephen Dowbiggin OBE declared his position as Chair of the Sainsbury's T-Level Committee.
- vi. Bob Pickles declared that he was a Governor of Orbital South Colleges.

No other declarations of interest were made.

6. Notification of Any Other Business

The Chair alerted members to items of other business that he had been asked to consider (sustainability matters and number of papers)

7. Draft Minutes (Part One) of the Full Governing Body Meeting on 16 December 2020

Subject to a number of typographical changes to which the Clerk had been alerted by the Chair of the Audit Committee, the minutes were agreed as a correct record and will be signed by the Chair when circumstances next permit.

8. Matters Arising and Action Points from the (Part One) minutes of the Full Governing Body Meeting of 16 December 2020

The first of the two matters concerned the eventual need to apply a physical signature to the minutes of the various meetings. The second concerned amendments to the Health & Safety policy discussed at the Resources Committee meeting of 3 March. The CEO confirmed that the changes had been made.

9. Principal's Update on COVID-19

- i. The vast majority of students returned to some level of onsite teaching from the week commencing 15 March, the previous week having been a preparatory test-run for a limited number of students.
- ii. Priority groups returned to full-time onsite teaching again from 15 March, these are engaged in subjects such as construction, electrical and catering where practical assessments need to take place.
- iii. A minority of curriculum areas continue to work remotely (100%) such as Media L3 students, computing and some adult programmes (AAT/ CIPD).
- iv. The vast majority of study programme students (70%) are on site for two days with one day working remotely.
- v. The majority of adult courses continue to work remotely, ESOL students are on site at Weybridge.
- vi. Apprentices are back on-site.

- vii. The thirty SEND students who had attended college on-site during the lockdown period continue to do so on a full-time basis; the remaining SEND students will return to site, again full-time from 19 April (the start of the Summer term). This programme had followed consultation with parents and carers who had expressed concern that vaccination was not being offered to all SEND students and their teachers, as has been implemented in the local special schools. This matter has been raised by the Principal (and other local Principals) with Surrey CC.
- viii. In some areas, remote working has been well received by students, for example in Health & Social Care and these students have engaged very well. Attendance rates have been higher during the lockdown period and assignments have been of a better quality and submitted in a timely manner.
- ix. Attendance for young people is at 83%. Attendance for English and Mathematics dropped during 'lockdown 3' to 58%, however since return to site this has improved to 70%. 'At risk students' in all areas are being supported by Progression Mentors.

Testing

- x. Since January, there have been ten weeks of testing at Brooklands since January on both sites under Government guidance.
- xi. This has involved 20 trained staff volunteers, 6 trained student volunteers and 28 trained external volunteers.
- xii. 193 essential staff tests had been delivered in half term one and 1,427 'return to campus' student tests in half term two. 144 home testing kits had been issued to staff and 492 home testing kits issued to students (with a formal briefing).

Student assessment

- xiii. The awarding bodies have issued their guidance and the College is working hard to implement the Teacher Assessed Grading process (QTAG). Training is being given to all teachers and managers.
- xiv. All student grades have to have been submitted and validated by 18 June.
- xv. The Principal flagged her concerns over the additional workload for staff.

Funding

- xvi. COVID funding has been sourced and utilised as discussed at the Curriculum and Performance Review Committee.
- xvii. Transition funding will be explored for year 11 transition students and the Principal had met with Surrey CC on 26 March to discuss this.
- xviii. A variety of 'catch-up' lessons are being arranged. The College is adopting a supportive approach to reintegrating returning students and this has been well received.
- xix. The wearing of masks is being promoted in line with Government guidelines and students have adapted well on the whole. Some falling off has been noted and the message concerning the need to protect both themselves and others is being reinforced.
- xx. In answer to a question, the Principal confirmed that 'Functional Skills' students were currently still expected to take exams.

10. Clerk's Report [FGB 20/21-12]

10.1 Amendments to Standing Orders [Appendix 1]

- i. The Internal Auditors had requested that the Principal's duties and responsibilities in the College's Standing Orders match those given in the AoC's Code of good Governance for FE Colleges. Currently there is an anomaly however, in that the role of 'Accounting Officer' is part of the CEO's remit.
- ii. The Clerk had therefore omitted that clause and members asked him to note that within the text of the document.

10.2 Recruitment of Independent Governors

- i. The Clerk had included for the record a formal note of the process that had led to the recruitment of the three independent Governors appointed at this meeting.

10.3 Staff Governor (non-Academic) Election process

- i. Similarly, the Clerk had included for the record a formal note of the process that had led to the election of the Staff Governor confirmed at this meeting.
- ii. The Clerk agreed to follow up his earlier e-mail to the unsuccessful candidate with a letter from the Board, thanking her for her participation.

10.4 Status of SPA process – Confirmation of Summer Term Timetable.

- i. Largely for the benefit of new governors, the Clerk had circulated the timetable of meetings for the Summer term, noting that there would be changes to the name and duties of the Planning, Remuneration and Governance Committee and that this committee would allocate committee duties to new Governors.

10.5 Publication of minutes.

- i. The process of preparing minutes for external publication is taking time. The Audit minutes have now been reviewed by both the CEO and Chair of Audit and though in the Clerk's view they are short on substance, they will now be published. The CEO reminded members that there had been more pressing commitments, but he hoped to have completed his review of the other minutes by mid-April.

10.6 Chair's Actions.

and

10.7 Use of College Seal.

- i. There had been two instances of Chair's Action to authorise the use of the College seal:
 - a) A high-level agreement to do with the renovation of the Locke King building; and
 - b) The Hampshire County Council LEP Loan Agreement for £495,000.
- ii. COVID regulations had prevented those who might have authorised the seal's use from being present and the Chair had delegated signing authority in the first case to a Member and one other and in the second case to two members.
- iii. The Clerk had expressed reservations over the validity of the first of these two actions and the documents had now been counter-signed by two members. He nevertheless asked for Governors to confirm that they were content with the authorisation mechanism and this was agreed.

10.8 Diversity Agenda

- i. The Clerk drew members' attention to the increasing prominence of the diversity and inclusion agenda and of initiatives in play to collect data on Governing Body membership across the sector.

- ii. Decisions as to what data the College should begin to collect, retain and report and any relevant developments in Governor recruitment will be taken by the newly reformed Search and Governance Committee in due course.
- iii. The Clerk undertook to circulate a recent letter from XXXXXXXXXXXXXXXXXX.

11. Draft Minutes of the Curriculum and Performance Review Committee Part 1

Noted:

- i. The meeting having been held only recently, the Committee Chair was aware that Members may not have had time to read the minutes and so highlighted the notable points.
- ii. The committee covers a great deal of ground and offers a significant level of challenge to the contents of the various reports that it receives. Not everything is recorded however, and the minutes are intended to give a flavour of discussion.
- iii. The FEC had queried the number of hours of remote learning and how governors were measuring the quality of Student experience and Teaching and Learning. A good deal of time was spent examining this and a high level of reassurance was received.
- iv. Furthermore, Governors had participated in remote online monitoring sessions. The impression received was that the system for supporting and developing Teaching and Learning is working well. The team of development coaches is excellent and would like Governors to be more closely involved as the evaluation of learning moves away from managers to the development coaches themselves.
- v. The session did expose weaknesses such as poor technology which would be illustrative of the current environment. The COVID situation has challenged us all but the College continues to endeavour to measure the quality both of Teaching and Learning and the Student Experience.
- vi. The 'Functional Skills' offering remains a matter of concern and focus and the new assessment regime may present an anomaly in terms of achievement compared to other qualifications. Monitoring is continuing, however.
- vii. With respect to a new MIS, Committee members have been very concerned that the current system does not enable staff in the College to monitor provision in real time. Improvements to the MIS will certainly improve attendance and qualification tracking, in turn improving retention and having other positive effects. It is wholeheartedly supported by the committee.
- viii. Student applications are down. The College is monitoring this carefully and is taking steps to strengthen recruitment. There is a fear in some quarters that 'open access' in school sixth forms may provide further competition.
- ix. A new course is being put on for children at risk of being excluded, called 'Progression plus'. The College will host 12 students aged between 14 and 16 who have been excluded from secondary schools and who will attend the College full time. The Committee was assured that the project will be financially sustainable as a fee will be paid by the excluding schools.
- x. AEB is reported to be only 40% of target income so far and this is a matter of real concern.
- xi. The Committee examined a very positive Student Engagement Report; an excellent piece of work which the Committee Chair commended to all Governors and also a new Careers Advice and Guidance Policy.
- xii. Finally, as the possibility of hosting a climate change initiative is being looked at positively by the College, a 'Green Governor' is being sought from outside the ranks of the Curriculum and Performance Review Committee. If any Member is interested, they are invited to approach the Principal.
- xiii. The Principal added that SLT had discussed introducing a Development Coach link scheme with selected Governors spending time in lessons and talking to staff.

12. Principal's Update [FGB 20/21-13]

General overview of College performance over the Autumn and Spring terms.

On the assumption that Members had read the report, the Principal highlighted key points.

Noted:

- i. The College Improvement Plan (CIP) had been circulated for information and provides an update against all action points.
- ii. The Final FEC Stocktake Report is appended to the report and resulted in a further eight recommendations: 1 in curriculum, 4 in finance, 2 in estates and 1 in governance.
- iii. The KPIs show the College's predicted performance against target and of particular concern are attendance rates and predicted achievement rates for 19+. Intervention is in place for both of those areas.
- iv. The College overall retention rate 95.8% (Target 93%)
- v. 'Functional skills' remains a risk area with a predicted overall achievement rate of 63% against a target of 77%.
- vi. Apprenticeships are predicted to achieve 64.2% (target 60%), with timely achievement at 60% (target 59.9%) but COVID-19 will impact on the timely achievement of all apprenticeships, nationally.
- vii. Functional Skills, Construction and Apprenticeships are all in intervention and an update on progress was given.
- viii. With respect to funding and income, the College is forecast to achieve 77.8% of AEB allocation this year. To date the mark stands at 52.9%. There is now an additional weekly meeting of the Senior Team specifically to review funding against targets. There had been an improvement of £18K during the current week alone and new programmes will be launching over the Easter period.
- ix. Advanced learner loans are at 23.9% and so the 2020/21 target for this is unlikely to be reached. COVID-19 has impacted significantly in this area. For example, the Access programme did not run this year.
- x. Governors required clarification of the apparent intention to continue to teach English and Mathematics online when it had been one area which had not functioned well remotely. The Principal responded that for the next academic year the delivery model for English and Mathematics would see GCSE students having 2 hours per week, face to face with a teacher, 1 hour per week of blended learning in the Resource Centre and 1 hour per week of small tuition work to focus on specific skills.
- xi. Governors noted that the difficulties with English and Mathematics were not a new problem. Additionally, the College has been positioned as dealing primarily with entry to Level 2 and for those weaker learners English and Mathematics will be crucial. The Stocktake Report highlights this area's weakness and the fact that the Level 1 students are doing less well than those at Level 2.
- xii. Whilst the Focus is rightly on this area, Governors failed to see how the College was going to make sufficient progress fast enough. The Principal agreed that it is a concern. A consultant has been engaged until the May half-term to review schemes of learning and to ensure that students understand that their face-to-face classes are not their only source of learning but that they are also required to engage in blended learning sessions and other workshops.
- xiii. Once exams (including those for 'Functional Skills') have been sat, the consultant will spend three weeks with the tutors, designing the programme for the forthcoming year.
- xiv. The College is moving all English and Mathematics timetabling and administration centrally so that teachers are focused on Teaching and Learning without distractions. The support is there, for example with development coaches and the Principal is confident that specialist input will make a big impact.

- xv. The Chair noted the recent decision of the government to claw back any part of the AEB funding below 90% which will in turn impact on the College's Income and Expenditure position and the opportunity to break even.
- xvi. In response and by way of reassuring Governors, the CEO noted that the College has made provision for such a shortfall and are confident that savings can be made to match. At the same time there is some highly innovative thinking behind the new courses being devised for which there is considerable support. There will be a review at the end of April. For the time-being the College has made a provision of £250K which is the equivalent of a shortfall of 25%, which would mean only having to achieve 65% of budgeted AEB.
- xvii. At the same time the AoC is lobbying against the 90% figure and colleges are being encouraged to contact their local MPs. The Principal has been in touch with Dr. Ben Spencer (Elmbridge MP) in this regard. The College was prevented from recruiting adults for 25% of the year and so a 75% threshold for the clawback would seem more logical.
- xviii. Returning to English and Mathematics, Governors accepted that it had been a difficult year but that this subject had been raised pre-pandemic. They were interested to know how any improvement in staff performance following the intervention of the consultant would be measured.
- xix. The Principal confirmed that the Consultant was putting together a checklist for teacher planning which will be signed off by Assistant Principal (Curriculum). All timetables will be in place on new MIS. There will be new team meetings every term which will go into academic year diary ahead of time. Training based around expectations of deliverables such as levels of student attendance, will also be given.
- xx. Asked if this would cover the measuring of student progress and the adaptation of teaching where necessary, the Principal pointed to widespread implementation of online tools such as Century Learning which can measure the progress of students on an individual basis, topic by topic.
- xxi. It was recognised that as well as being one of the College's core offerings, improvement in this area is an FEC recommendation. Whether yet more needs to be done to monitor the quality of Teaching and Learning will be much clearer at the end of the Summer term when students have been back at the College for a significant period.
- xxii. The CEO suggested that for their own reassurance, Governors should focus not on the detail but on the strategy. In this instance the SLT had been looking at the rate of improvement and had found it to be unsatisfactory. The decision had been taken to recruit a consultant to recalibrate the departmental targets. By supplementing enthusiasm for improvement with relevant skills and experience and applying scant resources well, the College hoped to procure a step-change in performance.

13. Policies Requiring Governing Body Approval [FGB 20/21-14]

Noted:

The SLT policy group are responsible for the overview of College policies and utilise a spreadsheet by way of tracking their progress and currency. This tracker indicates which Governing Body Committee is to have oversight where appropriate, the others being overseen by the SLT.

- i. The Full Governing Body is tasked with confirming that the following policies are within their sole remit.
 - a) Risk Management
 - b) Freedom of speech Code of conduct
 - c) Complaints procedure
 - d) Corona Virus Policy
 - e) Grievance policy
 - f) Whistle-blowing Policy and Procedure
 - g) Data Retention Policy

- ii. The Chair of the Audit Committee requested that the GDPR and Whistle-blowing policies come to Audit rather than to the Resources Committee and Full Governing Body respectively.

14. Draft Minutes of the Resources Committee Pt 1.

The Chair of Resources reported on the meeting of 3 March.

Noted:

- i. The Committee had also picked up that the MIS is not fit for purpose and believed that the business case for a replacement was sound. They gave the management team every encouragement to proceed and are pleased to see that the matter is now in hand.
- ii. The Committee supported the College's intention to apply for Transformation Funds and again, this is in hand.
- iii. The Committee had examined the Management Accounts and were concerned by the likely shortfall on the Adult Education Budget (AEB). Whilst acknowledging that the College was unlikely to meet its initial target, the senior team were encouraged to do the best that they could, to maximise enrolments in this area. The recent Treasury announcement is unhelpful but the more recent weekly monitoring reports suggest that more progress is being made than had been anticipated.
- iv. Cash is being actively managed but in respect of its two bank loans, the College is in breach of banking covenants, each to a greater or lesser degree. Barclays have been tolerant to date but everything possible needs to be done to maintain their confidence. This is a risk.
- v. The Human Resources Annual Report had been received by the Committee and was considered satisfactory.
- vi. The fees policy was commended for full Governing Body approval

Approved:

- i. The Fees Policy was approved.

15. Report of the Director of Finance and HR [FGB 20/21-15]

15.1 Outline budgets and cashflow for the period up to July 25.

The Director of Finance and Human Resources introduced her paper and ran through the salient points.

- i. Outline budgets and cash flow were presented for the period to 2025. Covering this longer period (to 2025) had allowed the forecasts to be used by the Estates Liaison Committee in their meetings.
- ii. The table in the report anticipates the College generating a small surplus from years 2021/22 to 2024/25 with a small increase in the 16-19yrs study programme and other areas of income along with a corresponding increase in staff costs.
- iii. From 2021/22 there will be no subcontracted apprenticeships which will all be direct provision and in the later years there a decrease in the costs of running the estate is anticipated, all of which contributes to the forecasted surplus of £336K.
- iv. The Cashflow calculation shows that the College begins with £2M, including £0.5M of the LEP loan expected shortly and the lowest point being reached in March 2022 (at £1.2M including the LEP loan). Assumptions are given and it should be noted in particular that although the Loan is included, estates costs are not.
- v. Budgets are being assembled with budget holders and they should be finalised in May.

- vi. The Director was challenged as to the basis of an anticipated increase of 25% in the top-line and she responded that it reflected a blend of increased student numbers and price inflation together with changed use of the estate.
- vii. The CEO added that there were other factors that will act in the College's favour and these include demographic changes with an approximate increase of 18% in numbers of locally based 16-18 yr olds. Furthermore, over the past five years, the trend has been for the College to enjoy a reduced market share of that age group but with T-Levels and other innovations there are considerable opportunities for growth.
- viii. It is also the case that the College is in the lowest 15% of the sector for adult provision and so again there is room for significant growth. The College is therefore confident that the target figures will be reached. Strong marketing and alignment with the Government's skills agenda will be important.
- ix. These aspirations are supported by the Education Case which will be circulated to all Governors and their validity thoroughly tested by the ESFA.
- x. The Chair of the Curriculum & Performance Review Committee noted that the College aims to spend 65% budget on staffing and are currently at 70%. The CEO commented that in setting the coming year's budget SLT will refocus, looking to be nearer to 65%. The Principal believed that the current figure was in fact 68% and added that 1% of that was the cost of the MIS consultant who will leave in November 2021 and might ordinarily be considered an exceptional expense.
- xi. The Director of Finance & HR added that more detail will come to the next meeting when budget approval will be sought.
- xii. The Resources Committee had reviewed the January Management Accounts and the February position had been circulated to all Governors ahead of this meeting. There were no key differences to report. There was an increase in the AEB forecast, reflecting recent progress and new courses but this remains a risk and is being monitored as such.
- xiii. Full cost fees are not bringing in as much as planned but it is hoped that the position will improve as the College opens up and is able to offer more courses of a practical nature.
- xiv. The College is currently forecasting a deficit of £259K for the 2020/21 year which nonetheless reflects savings in costs related to the College estate which has lain empty of late, along with a review of related contracts.
- xv. The cash flow reflects the inclusion of the LEP loan which should be received within the next day or so.
- xvi. Regarding the acquisition of a new MIS, the College uses TENET for support as there is no in-house procurement facility. Relevant documents will be submitted to the framework on 1 April for return after Easter. It is hoped to award the contract in mid-May.

16. Draft Minutes of the Audit Committee Pt 1.

The Chair of Audit reported on the meeting of 9 February. In particular, the Committee had considered the following:

- i. An update on previous issues raised by Internal Audit which had not been completed.
- ii. That the Learner Number Systems work did not have completion target dates. SLT agreed to attend to this.
- iii. The performance of the internal and external auditors, agreeing a tendering process by which the internal auditors will be appointed or re-appointed for the forthcoming period. The panel will be chaired by the Chair of Audit but run by the College.
- iv. The selection of risks allocated to the Committee (as discussed in item 13. above).

17. CEO's part 1 Report [FGB 20/21-16]

The CEO assumed that his paper had been read but nevertheless highlighted the following:

Noted:

- i. The decision to delay the SPA has had implications for the College, particularly in that it had offered a restructuring opportunity and a chance to look again at the MIS.
- ii. The College had now submitted a full stage 1. application to bid for £7.5M Transformation Funds towards £15M of resizing and refurbishment costs. It is anticipated that an initial response will be received by the end of May.
- iii. Plans to resize the Weybridge campus are being firmed up (they were in any event necessary to support the aforementioned bid). Also, within that there is consideration not only of where the College is now but where it would like to be in five years' time and the resources needed to achieve such development. This is to be seen in the context of the Government's Skills Agenda for which the College has agile facilities capable of being tailored to these new priorities.
- iv. The CEO praised the College and its Principal for the way that staff were kept informed on all matters and the staff Governors concurred. Communications are characterised by an open style with for example, Q&A forums.
- v. The CEO will in due course welcome guidance on the positioning of Risk Management within the Committee structure. He reported being aware of concern that the College had not acknowledged any very high-risk areas (notably finance) despite the continuing uncertainty over 'Funds at Risk'. However, whilst the ESFA are continuing to consider solutions then despite the 'raw risk' being very high, the cooperation of the ESFA was helping the College to mitigate the position and manage that risk.
- vi. The Senior Team did, however, consider that the outcome of the Learner Number Survey ought perhaps to be found a place in the risk report but it was intended that the College await the outcome of the next internal audit report before deciding on how to position this risk.
- vii. Finally, touching on the 'funds at risk', Governors gave firm and clear guidance to Officers that any opportunity to mitigate the potential liability should be taken.

18. Draft Minutes of the Planning, Remuneration and Governance Committee pt. 1.

Noted:

- i. Governors were reminded of the Committee's current remit to cover various functions including the recruitment of Governors and the co-ordination of the other Committee agendas to avoid unnecessary overlap.
- ii. On this occasion the Committee had discussed in particular the recruitment process, now satisfactorily concluded.
- iii. Members had Looked at the collective skills of the Governing Body and decided that priorities were an additional accountant, a candidate holding a significant post in a local school and one with industry connections and sought to recruit accordingly. The process had proved highly successful.
- iv. There was agreement to update the Governor currently on sabbatical on the College's position and progress with its current programme.
- v. The agendas of the other committee meetings were then examined.

Any Other Business

1. Climate change

Asked if there were any set targets for responding to climate change, the Principal responded that a process aimed at arriving at such was underway but in its early stages.

Noted:

- i. A 'roadmap' published by the AoC is being looked at with a view to identifying potential projects and the Principal and Assistant Principal (Apprenticeships, Partnerships and Student Experience) have been liaising with other Heads to understand their initiatives.
- ii. A project group will be convened after the Easter break to formalise an implementation plan with hopefully three or four related objectives. These will be linked to Teaching and Learning curriculum design and the Estates Strategy.
- iii. The CEO added that the Estates Manager had applied for £1.7M of Public Environmental Impact Funds. He had not been successful, but the process enabled the College to establish what might have been applied for successfully and these targets had later been incorporated into the bid for Transformation Funds.
- iv. Success in that bid would invoke a British Standard for energy efficiency of campus operations. In the light of this the College continues to examine any prospects for reducing the College's carbon footprint, including a more efficient heating system. An assessment has begun of the possibility of installing solar panels (which might even prove to be a source of income) and there may be funding available for that.
- v. The College wants to be an exemplar in this area and given the facilities for teaching construction and engineering, the proposed new build could become a working laboratory, dovetailing the curriculum to the College's aspirations for the estate.
- vi. Out of this can come a statement of College intent concerning sustainability and climate change.

2. Excessive level of circulated papers

- i. The point had been made previously that too many documents were being circulated and in fact the number appears to be increasing; the concern being that inundation might mean missing vital elements.
- ii. It was agreed that in future the risk register should focus on the risks themselves and need not be accompanied by explanatory elements, the content of which rarely change.
- iii. The necessity of circulating all the Estates Development reports, the entirety of the bid Transformation Funds or even the full Committee minutes was also queried.
- iv. The Chair believed that Governors should have access to everything but not necessarily receive everything directly. The answer lay in the re-establishment of a 'Governor Platform' as had been the case formerly, where documents could be placed for Governors to refer to at their leisure.
- v. A variety of observations followed, concerning the late receipt of papers, the opportunity to absorb appendices into papers or for papers to provide an overview and to signpost the existence of supplementary information contained in appendices, perhaps located elsewhere.
- vi. Governors were reminded that in order to fulfil their responsibilities it was necessary for certain information to be made available, but it was acknowledged that this might be achieved by promoting passive enquiry rather than by direct distribution.
- vii. The CEO reported that the barrier to reopening the former Governor platform was one of cyber-security. The matter would continue to be looked at, however.

Agreed:

- i. The new Search and Governance Committee will at its first meeting, prioritise a review of papers and processes by which Governors receive information and make decisions.
- ii. The Chair asked that the Student Governors present a short oral report to each meeting and the Clerk was asked to facilitate this.

There being no other business, the meeting was closed at 19.07.

Date of Next Meeting

The next meeting of the Full Governing Body is scheduled for 14 July 2021. Governors were reminded that if approval of the restated statutory accounts was required then it may be necessary to have an additional meeting.

Andrew Baird

Chair of Governors

Jonathan Lipscomb

Clerk to the Governing Body